

FALL 2005

Recruiting and Retention

Common Operating Picture Synchronizer

Wounded Soldiers continue to serve

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U.S. Army Sgt. Daniel Loeffler and his team waded through the flooded streets of the French Quarter in New Orleans, La., during a patrol in support of Joint Task Force Katrina on Sept. 4, 2005. Loeffler is attached to Company C, 2nd Battalion, 505th Parachute Infantry Regiment, 82nd Airborne Division. Department of Defense units are mobilized as part of Joint Task Force Katrina to support the Federal Emergency Management Agency's disaster relief efforts in the Gulf Coast areas devastated by Hurricane Katrina. DoD photo by Sgt. Michael J. Carden, U.S. Army. (Released)

Brig. Gen. Rhett A. Hernandez
Commanding General

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Command Sergeant Major

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Published four times each year, The Perspective is an authorized, unofficial publication. Its aim is to promote the initiatives and actions of HRC to the Army's senior leaders. Opinions expressed in this publication are those of the authors and do not reflect official policy. Suggestions for articles, comments and contributions are welcome and should be directed to the editor: perspective@hoffman.army.mil. The editor reserves the right to edit submissions. The Perspective has a circulation of 5,500.

Since assuming command of Human Resources Command (HRC) in July, I have been fully engaged in assessing the command's support to commanders, Soldiers, and their families, and building a team — both active and Reserve — that is committed to serving an Army at war and transforming.

HRC's priorities remain clear — the war is #1 and transformation is #2. Given those priorities, HRC is working to ensure units are ready and we're set for the first round of ARFORGEN. HRC is also working with the senior leadership to ensure manning guidance is clear and we can meet Army Campaign Plan requirements. We are looking at all options to man the force, particularly in low density MOSs. We owe to you as senior leaders where the challenges are so we can manage expectations and mitigate your risk.

Our assignment priorities for Soldiers are #1 Army requirements, #2 professional development, and #3 personal preference. HRC is focused on placing those with the best skills and experience in positions that make the most sense. Soldiers need to know all positions are important in a campaign-quality army.

In our daily contact with those in the field, we are working to instill in those we serve with not just the Warrior Ethos, but an expeditionary mindset. And, we are looking to leverage deployment experience throughout key places in our Army, while trying to maximize dwell time. We are committed to stabilizing the force. We're not moving Soldiers just to move them. This should give commanders the ability to set their team as best they can. There are some priorities that will create some friction, but we will work through those friction points. For example, drill sergeants and recruiters are critical to building the force, and we must continue to resource those positions with our best.

HRC is also focused on synchronizing its trips to the field. It is important that we have the commanders' and Soldiers' view to ensure we focus on your readiness. We will come anytime and are able to work a wide range of objectives from personnel assessments, interviews, and updates, to reenlistment support.

You can expect a Warrior ethos from all of my command at this end. If you see something less than that, let me know. When we commit to something, we intend to do it. If the situation changes and we can't, we will talk to you first. I look forward to serving commanders, Soldiers, and their families as we fight the War on Terror and continue to transform our Army.

Finally, this issue of Perspective provides an update on a few areas being worked in the command. The intent is to keep the field informed and to maintain open lines of communication. We welcome your thoughts and suggestions for topics in future editions as well as what we can do to better serve Soldiers.



Rhett A. Hernandez
Brigadier General
Commanding

The world has changed so much in the last few months. In particular, Hurricanes Katrina and Rita have devastated the Gulf Coast of our nation and our Army has stepped up to the plate.

Members of the active duty, the National Guard, and the Reserves from all services have shown they can fight two wars at once. We are continuing to conduct operations in Iraq and Afghanistan and take care of our own at home. In some cases, members of the National Guard who were serving overseas have come home to find their lives in shambles for years to come; however, they know their responsibilities are to clean up and rebuild. They have become the “law of the land” and lifesavers in their own neighborhood. This illustrates what we have said all along: there are no boundaries; no inter-service rivalries; when we are called upon to carry the nation forward.



I am so proud of our Soldiers who have seen the worst in people and given only the best back. They have served their nation with dignity as the world watched. Let them be the symbol of the Army of the future: Ready, Able, Willing to be there when they are called; no matter what is asked of them.

I know many of you were touched personally by the hurricane and many know others who have been. I ask each of you to follow the lead of our Soldiers, take part in the reconstruction of the coast. There are many ways to help. You can donate money. You can donate clothes and food. You can donate your time. We sometimes forget time is a precious commodity and just spending time with those who are displaced can mean more than you will ever know.

Let the enlisted force lead the way!

John F. Gathers
Command Sergeant Major

People Always...Mission First!

My Board File



by Theresa McGuire

*Chief, Officer Records Branch, Management Support Division
The Adjutant General Directorate*

MyBoardFile (MBF) is a web-based system that supports a Soldier's review of his or her board file prior to being considered for DA Selection Boards. Human Resources Command-St. Louis and Enlisted Records (EREC) have each implemented such an application for their respective Soldier populations and HRC-Alexandria has recently made it available for Active Component (AC) officers. The features described in this article are specific to the AC officer system but the functions are universal. DA Selection Board members are aware the service is available, therefore it is incumbent on officers to review their board files online.

Specific Features

Soldiers being considered for a board receive email notification 60 days prior to the convening date of that board. "The goal is to have a web-based application that allows any Soldier worldwide to take a look at his or her board file. They only need a simple browser," says Larry Smith, Plans and Special Projects - Military Systems Division. "When officers eligible for a promotion board review their records using MBF online, they can make notes on an online note pad." This allows for interaction between the career manager and the eligible officer. Career managers will know what actions officers are taking to correct and/or update their records.

The goal is to have a web-based application that allows any Soldier worldwide to take a look at his or her board file.

*Larry Smith, Plans and
Special Projects -
Military Systems Division*

An officer may also certify his record online. This eliminates the need for a signed Officer Record Brief (ORB). Officers must notify their career managers

Who:

For the Army's three components and individuals with AKO access/logon.

What:

To allow individual Soldiers to view and certify their board files.

Where:

*It is available on the HRC–Alexandria web site
<https://www.hrc.army.mil/site/active/index2.asp>*

When:

Currently available.

Why:

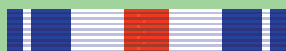
- (1) Increase the accuracy of files appearing before selection boards.*
- (2) Reduce time and effort reviewing and updating records for selection boards.*
- (3) Keep career managers informed of working actions.*

if they have had their ORB changed to ensure it is updated in their board file, the ORB is not refreshed nightly as are the photo and OMPD documents. Soldiers who have certified their files will receive an additional email notification if changes are made to their board files.

The Future

We are working on a series of enhancements. First, we are develop-

ing a report for the personnel administrator or S1. This report will provide a listing of eligible officers by board and the officer status (viewed, certified, or not viewed) for their individual board file. The report will not include the board file itself. We are also incorporating AKO preferences and declarations for command boards into MyBoardFile. ■



Army Military Awards Branch



Visit <https://www.hrc.army.mil/site/active/TAGD/awards> for information on...

- **Combat Action Badge requirements and processing information**
- **Frequently Asked Questions**
- **Awards statistics on OIF and OEF medals**
- **MILPER messages specifically related to awards**
- **Contact information for active duty Soldiers, retirees, and veterans**

Recruiting and Retention

a Call to Duty

by Maj. Ruben Matos

*Chief, Enlisted Accessions Management
Branch, Enlisted Personnel Management
Directorate*

The call to duty is being answered by motivated men and women who want to serve or continue to serve. Reenlistment rates indicate that our professional Soldiers believe in the Army and its mission, and want to stay. The increased enlistment rate of prior-service Soldiers indicates the same thing. We have a challenge in accessions and we have taken active steps to address it.

The Army has already submitted proposals to Congress for increased incentives. One proposal increases enlistment bonuses from \$20,000 up

to \$40,000. Another bonus being staffed would pay Soldiers who refer recruits between \$1,000 and \$2,500.

Growing Fast

What many do not realize is that a large part of the accessions challenge stems from the fact that we are trying to increase the size of the Army so

fast. What does this mean? It means we can't grow the Army as fast as we would like. The Army is growing to 43 Brigade Combat Teams/Units of Action (BCT/UA) and possibly to as many as 48. With more BCT/UAs to go

into the rotation, Soldiers will see fewer deployments and OPTEMPO could be reduced. This helps the Army move toward goals of unit and Soldier stabi-

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See **Call to Duty**, page 22



Lt. Col. Ranelle Manaois (L), director of HRC-STL Records Management Directorate (RMD), and Margaret Peggy Thomeczek, RMD deputy director, stand behind their work at the Operation Falling Timber ceremony. 917 pallets of hardcopy records of discharged and retired Soldiers were scanned into electronic images.

by Andrea Wales

HRC-STL Public Affairs Office

Most ribbon-cutting ceremonies involve a commander cutting a ribbon draped across the door of a new facility, but not this one. HRC-STL commander, Col. Debra A. Cook, snipped a red, white and blue ribbon wrapped around a pallet of file boxes July 21 at the Records Management Directorate's (RMD) *Operation Falling Timber* ceremony.

This "last-pallet ceremony" celebrated the processing of the last of 917 pallets of hardcopy records into the Personnel

Electronic Records Management System (PERMS). Those pallets made up the backlog of hardcopy records of discharged and retired Soldiers awaiting electronic scanning and filing. The walls of the ceremony room were covered with a very long list of the people who had worked on eliminating the backlog over the years. Their years of hard work and perseverance have paid off. Those who had done the work and many who just came to say, "Job well done," were definitely in a celebratory mood.

You might say that *Operation Falling Timber* got its name from the stacks of

paper that, one by one, were “chipped away at” by RMD employees. These employees were under what was called the Personnel Records Imaging System Services (PRIS) division. Everyone did their part to “fell that tree.”

A little history

In 1992, the leaders of HRC-STL's predecessor organization, the U.S. Army Reserve Personnel Center (AR-PERSCOM), resolved to transition from paper records to electronic records in a matter of four short years. However, in 1996, the paper records were still in St. Louis and there was a series of miscues which resulted in some records not being PERM'd. Hundreds of thousands of records reportedly converted to PERMS were scheduled to be destroyed in 1998. However, a random sample review indicated that 15 to 20 percent of those records had either only been partially PERM'd or had not been PERM'd at all. The only way to be certain all records were PERM'd was to look at or “rework” them. Such reworks made up the majority of the records processed during *Operation Falling Timber*.

Giving credit where credit is due

According to RMD director Lt. Col. Ranelle Manaois, many of the RMD employees were not aware of what a great role they played during this transformation. She reminded every-

one they had not been just pushing paper – they had been making history.

“Everyone in this directorate has contributed to the success of *Operation Falling Timber*,” emphasized Margaret “Peggy” Thomeczek, RMD's deputy director. “Our contractors were instrumental in carrying out the bulk of the work – the reworks – checking to see which records had been PERM'd, which could be destroyed, which had to be sent to NARA (the National Archives and Records Administration, which is collocated with HRC-STL), and which had to be PERM'd.”

“During the tougher work, the Verification and Update Division pitched in to help. We have worked hard to keep up with the 80 to 100 contractors, feeding them work to be PERM'd. And, the 15 to 20 percent missed - documents rate that we found way back in 1998 was found to be an accurate account of what was missed,” said Thomeczek.

Cook stressed the importance of these records to veterans and their families when she said, many “don't realize they have a need for their military records until they're 50, 60, 70 years old. You can be confident that when you need your records, they'll be here.” ■

Strength managers assigned to brigade level and above are eligible for COPS access.

To request access, contact your installation Information Assurance Security Officer (IASO). Requests must include the user's AKO user name.

After access is granted, go to www.hrc.army.mil, scroll to the bottom and click on the "COPS" in the center of the page.

Unit Identification Code (UIC) levels. COPS access is available to strength managers down to the individual brigade level.

Hours saved by new tool

In February 2005, HRC fielded COPS to MACOM-level strength managers. Based on feedback from MACOM users, COPS is an invaluable strength management tool and has saved countless man hours previously spent producing queries and preparing reports. COPS will assist in resolving officer and enlisted personnel management issues as we rapidly transform the Army.

HRC continues to manage the Army based on Personnel Management Authorization Document (PMAD) / Updated Authorization Document (UAD). COPS presents a view - only capability of existing data derived from PMAD/UAD, The Army Authorization

Document System (TAADS), Enlisted and Distribution Assignment System (EDAS) and Total Officer Personnel Management Information System (TOPMIS) simultaneously. COPS merges this authorization and strength information to create a common operating picture for use by HRC and strength managers. The system also provides a drill down capability to concurrently view officer and enlisted assigned strengths, gains and losses down to the individual Soldier level. Strength projections can be displayed for up to six months, at one-month increments. COPS information is static (updated once daily), so it may be one day behind data shown in EDAS/TOPMIS.

User Friendly

By right clicking on a data element in COPS and then clicking on "EXPLAIN," you will be given definitions and detailed information on the
see **COPS**, page 13

Individual Ready Reserve Voluntary transfer to TPU and subsequent reenlistment program

by **Sgt. Maj. Maria E. Gold**

*HRC-STL Regional Soldier Support Center
(RSSC) National Team*

In an ongoing initiative to encourage Individual Ready Reserve (IRR) Soldiers to continue their military service in the Army Reserve, the Army is now offering mobilized IRR Soldiers the opportunity to voluntarily transfer into a Troop Program Unit (TPU) while mobilized. This greatly benefits Soldiers as they are now able to continue their affiliation with the Army and, if eligible, may receive the current authorized reenlistment bonus in conjunction with a transfer to a TPU. This reenlistment bonus is tax free if Soldiers are deployed in a designated combat zone. Previously, mobilized IRR Soldiers would have to be released from active duty in order to join a TPU.

Program Intent

The program's intent is to retain highly-skilled, experienced IRR Soldiers as active participants in the Army Reserve; thereby enhancing the Army's readiness. This policy applies only to mobilized IRR Soldiers who agree to transfer into a TPU while mobilized and, subsequently, reenlist

into the Army Reserve. The Army Reserve (AR) G1 announced this program in a memorandum dated July 19, 2005, subject: "Implementation Guidance for Mobilized IRR Soldier Transfer to Troop Program Unit (TPU) and Subsequent Reenlistment."

The AR G-1 is implementing this program in conjunction with HRC-STL, which conducts career management of all Army Reserve Soldiers through its RSSC teams. HRC-STL notifies mobilized IRR Soldiers approaching their reenlistment eligibility window via AKO email. Another key player in the program's implementation is the Office of the Chief, Army Reserve, Retention and Transition Division (OCAR-RTD), which obtains monthly eligibility listings from HRC-STL and provides reenlistment counseling to IRR Soldiers who desire to transfer into a TPU. The RTD also provides HRC-STL a by-name list of mobilized IRR Soldiers who intend to transfer into a TPU.

Eligibility

Army Reserve Career Counselors (ARCC) will determine a Soldier's eligibility for immediate reenlistment in conjunction with HRC-STL's retention branch. If a Soldier is eligible, the

ARCC will process the TPU assignment. Once the assignment order is published, the Soldier will be processed for an immediate reenlistment. Reenlistments may be processed within 12 months of the mobilized IRR Soldier's expiration term of service. The term of service of the reenlistment will be for three, four, five, six years or indefinite, providing the mobilized IRR Soldier meets the transfer eligibility criteria.

Soldiers who transfer and subsequently reenlist under this policy are not released from their current mobilization status and must complete the period and terms of service as specified by their mobilization order. Within 90 days of release from active duty / demobilization, the Soldier must report to the TPU of assignment to fulfill the remaining portion of the reenlistment contract. ■

Visit the HRC-STL Web Site hot topics
for more information on
IRR to TPU reenlistment program
<https://www.hrc.army.mil/site/reserve/>

To contact the Army Central Command (ARCENT) ARCC
POC, email MSG Patrick McKie at
patrick.mckie@arifjan.arcent.army.mil.

from **COPS**, page 11

business processes used to establish the data in that element. Frequently Asked Questions (FAQ) and "NEW USER" buttons are included on the menu bar on the front COPS screen. The FAQ button includes instructions on how to properly drill through to Soldier level and provides answers to questions submitted by strength managers. The "NEW USER" button includes step-by-step instructions for first-time users to log on to COPS.

Users are encouraged to review the COPS Training Manual prior to requesting access and initially logging on. Go to www.hrc.army.mil to access the COPS Training Manual and click on "HRC-Alexandria," scroll to the bottom of the page and click on "Additional Feature Sites." View all "Notes" pages in the Training Manual because they contain detailed instructions for using the COPS application. ■

Retirement -- it's the rest of your story

And the Army is there to help. This year, the G-1's Army Retirement Services Office marks 50 years of serving retiring and retired Soldiers and families. When the program started in 1955, there were about 100,000 retired Soldiers; today there are more than 700,000.

Staying connected to the Army after retirement is an Army family affair -- a two-way street between the Army and the retired Soldier and family.

Getting ready to retire is a family affair. Retiring Soldiers and spouses should plan retirement together.

HQDA will send you the newsletter, *Army Echoes*, three times each year and include Current News on their homepage. Your

RSO will send you an annual newsletter and host an annual Retiree Appreciation Day bringing you a wide range of information for your post retirement life.

Your Installation Retiree Council and Army Chief of Staff's Retiree Council will present your issues to installation and Army leadership. On the other side of the street, as a retiree, still serving, you'll be encouraged to volunteer and act as an adjunct recruiter.

Planning includes visiting the Army Retirement Services homepage and contacting your Retirement

Services Officer (RSO). Your RSO gives a pre-retirement briefing that's a roadmap to the many facets of your post-retirement benefits. Survivor Benefit

Retirement Services Missions

Pre-Retirement -- Help retiring Soldiers and families make informed decisions and smooth transitions.

Post-Retirement -- Support retired Soldiers and survivors until death.

Plan (SBP) counseling will show you the only way that your retired pay can continue for your beneficiary after your death.

These missions are performed at the HQDA and installation levels. Retiring and retired Soldiers and their families can go to an RSO at every major Army installation for help in getting ready to retire and for continued support after retirement.

Be ready for retirement -- it's where you'll spend the rest of your life.

Visit the Army Retirement Services homepage at
<http://www.armyg1.army.mil/retire>

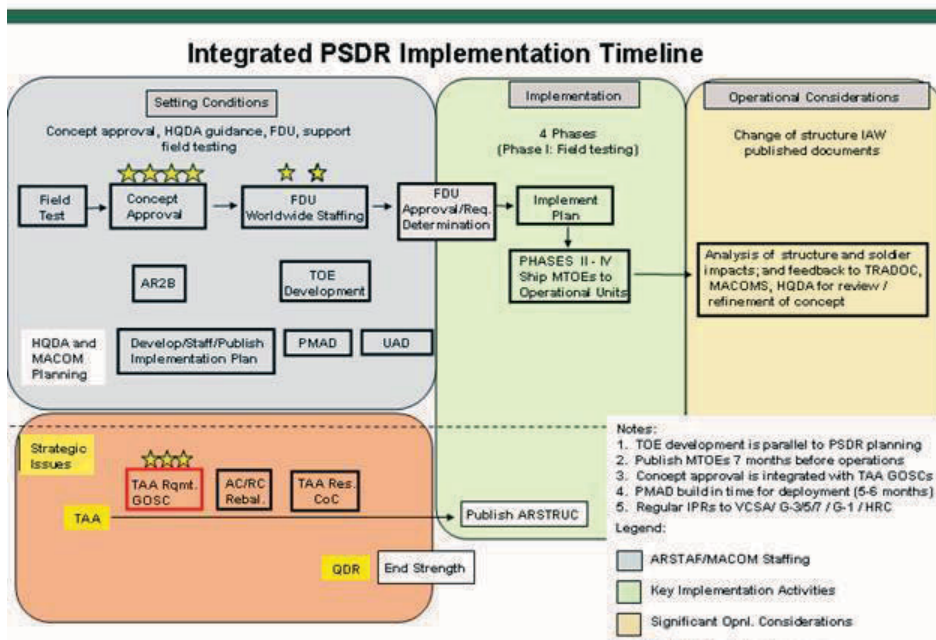
Personnel Services Delivery Redesign approved by the Vice Chief of Staff for implementation Army-wide

by Sgt. Maj. Charles L. Kersey and Col. Mark S. Davis

SGM, Deputy Chief of Staff for Plans and Chief, Military Personnel Concepts Division

The debut edition of *Perspective* magazine (Spring 2005) featured an article entitled "PSDR Validation Pilot Program in effect." It described a conceptual initiative in which the Adjutant General Corps would undergo a structural redesign which would ultimately

change the manner in which the Army provides services to our Soldiers. The pilot program was executed by the 101st Airborne Division (Air Assault) at Ft. Campbell, Ky., and was evaluated by a team of representatives from Headquarters, Department of the Army G-1; Human Resources Command Deputy Chief of Staff (Plans); Army Personnel Transformation Directorate; Soldier Support Institute; Installation



The diagram above shows an integrated PSDR implementation timeline without definitive dates because they are not finalized at this time

Management Agency; and the Forces Command Power and Projection Evaluation Team.

In May 2005, the PSDR was proclaimed a success and, subsequently, was approved for implementation

In May 2005, the PSDR was proclaimed a success and, subsequently was approved for implementation Army-wide.

Army-wide. The Army uses the Force Design Update (FDU) to make structural changes in the operating force. The FDU # 05-2 for Standard Requirement Code (SRC) 12 (Adjutant General units) is now undergoing Training and Doctrine Command and worldwide staffing. It describes the conceptual and operational changes of PSDR. In anticipation of the approval of this FDU, a worldwide warning order was released August 31, providing the initial guidance for implementation of PSDR and FDU #05-2 SRC 12 in all components of the Army.

Implementation

Implementation will be synchronized with provisions of the FY06 Army Campaign Plan, Integrated Global Presence and Basing Strategy, Army Force Generating Model, Army Modular Force, Life Cycle Manning, and FORSCOM Mobilization and Deployment Planning procedures. HQDA is staffing the warning order with MACOMs and will be prepared to start implementation consistent with approval of the FDU.

PSDR will revamp the Army's method of providing essential personnel services to its Soldiers and of managing

the strength and distribution of its personnel. The center of the new organization framework will be professional Brigade and Battalion S-1 sections appropriately resourced, trained and provided with the necessary tools for effective human resources (HR) support to commanders and Soldiers. Active duty unit S-1 sections will directly interact with Army Human Resources Command (HRC) to administer personnel management (Enlisted and Officer Distribution) and personnel service support. The PSDR concept includes documenting the entire S-1 section in a single discrete paragraph within the Brigade or Battalion HHC

MTOE, and recoding all Modular and Aviation Battalion S-1 positions as 42B.

Personnel service detachments, battalions, groups, management centers, and theater-level personnel commands will be eliminated and those assets reorganized to resource the new HR organizations. All SRC 12 units (except bands) will be affected by FDU 05-2.

The Army's Transformation concept indicates units are to be organized, manned, equipped, and trained to be more strategically responsive, deployable, agile, versatile, lethal, survivable, and sustainable across the full spectrum of military operations.

BCT/Brigade commanders now will have organic HR capabilities to exe-

cute essential personnel services and strength management. The FDU 05-02 concept paper dated June 15 describes HR capabilities and structure which achieve the intent of modularity while redesigning and improving

theater-level support for, reception, replacement, return to duty, rest and recuperation and redeployment (R5), postal, and casualty operations.

This paper introduces the mission, capabilities, structure, employment, and the organizational concept of the Human Resource Support Center, the R5 team, platoon and company plug, the Casualty Liaison Team,

the Casualty Platoon, the Postal Platoon and company plug, the HR Company Headquarters, the Theater Opening R5 team, the Military Mail Terminal team, and Brigade and

see **PSDR**, page 22

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Active Duty Officer Accession Programs

by Lt. Col. Joseph Huber

*Chief of Officer Accessions Retirements, and Separations Branch
Officer Personnel Management Directorate*

There are several accession programs available for officers who want to serve their country on active duty. Human Resources Command (HRC) manages these programs, either in Alexandria, Va., or St. Louis, Mo.

HRC - Alexandria has two active duty accession programs open to qualified officers; the FY06 Call to Active Duty (CAD) program and the "Blue to Green" interservice transfer program.

The FY06 CAD program is open to all qualified Army National Guard (ARNG) and U.S. Army Reserve (USAR) Army Competitive Category (ACC) captains, majors and lieutenant colonels. The FY06 CAD is also open to warrant officers in all ranks and Military Occupational Specialties (MOS).

If selected for the CAD program, officers incur a three-year Active Duty Service Obligation (ADSO). The appropriate Career Branch at HRC - Alexandria will work with each officer to determine his or her active duty report date and assignment location. Officers assessed to active duty under the CAD program are eligible for promotion.

Further information on the FY06 CAD program, to include application preparation and submission procedures, is available online.

Blue to Green Program

HRC - Alexandria is also seeking qualified active duty Navy and Air Force officers to serve on active duty in the Army. The "Blue to Green" interservice transfer program, targeted toward junior officers, was developed jointly by the Services in response to Navy and Air Force downsizing programs.

If selected for the Blue to Green program, officers incur a three-year ADSO. They maintain their current date of rank and grade, and receive branch-specific training, as needed. As with the CAD program, career branches at HRC - Alexandria work with each officer to determine their active duty report date and assignment location, and officers are eligible for promotion. Further information on the "Blue to Green" program, to include hyperlinks to the applicable Service regulations, is available online.

Reserve options

HRC - St. Louis has several other accession programs for ARNG, USAR, and retired officers to serve on active duty. These include the Active Guard Reserve (AGR) program, volunteering for mobilization, and the retiree recall program. Further information on these programs, is available online. ■

Limited Call to Active Duty

<https://www.hrc.army.mil/site/active/opdistacc/CAD/calltoAD.htm>

Blue to Green

<https://www.hrc.army.mil/site/active/opdistacc/IST/CIST.htm>

AGR, volunteering for mobilization, and retiree recall program

<https://www.hrc.army.mil/site/reserve>

Wounded Soldiers

continue to serve

by **Col. Daniel Garvey**
Deputy Commander
Physical Disability Agency

The Army has a long history of retaining wounded Soldiers. Toward the end of World War II, combat-wounded Soldiers who desired to remain and who could perform "reasonable useful employment" were exempted from medical discharge. Following the war, a discharged amputee's letter to the Chief of Staff was the impetus for policy which allowed for the enlistment of World War II partially disabled veterans. Today, just as during previous periods of conflict, the Army is recognizing the valuable experience and spirit these wounded warriors bring to organizations.

There are three means by which wounded Soldiers can continue to serve our Army. First, the Soldier may recover from injuries and be returned to duty. Second, if the injuries cause

the Soldier to fall below medical retention standards (AR 40-501), an Army Physical Evaluation Board (PEB) may find the Soldier fit if he demonstrates the ability to perform the preponderance of their MOS duties despite their impairment. Recently, an Infantryman who had lost an eye in combat demonstrated that he could perform all of his MOS-related tasks. A strong

***Today, attitudes are changing.
More emphasis is placed on
the wounded Soldier's
performance.***

endorsement from his commander convinced the PEB to find the Soldier fit. Likewise, three combat amputees have recently been found fit and returned to duty.

Continuation on Active Duty

The third way a wounded Soldier can continue to serve is to request a Continuation on Active Duty (COAD) if found unfit by the PEB.

A Soldier must meet one of the following three criteria to be eligible to apply for COAD:

- have at least 15 but less than 20 years of total service;
- be qualified in a critical skill or short-age MOS; or,
- the disability was the result of combat.

The Soldier must also be capable of maintaining himself in a normal military environment without adversely affecting his own health and the health of others and without undue loss of time from duty for medical treatment. It was the PEB's exacting interpretation of the previous sentence as well as the Physical Disability Agency's charter to maintain an optimally fit force that caused many COADs to be disapproved in the period prior to the Global War on Terrorism.

Changing attitudes

Today, attitudes are changing. More emphasis is placed on the wounded Soldier's performance. For the more seriously wounded, agencies such as TRADOC; the Accessions and Recruiting Commands; and the Office of the Assistant Secretary of the Army for Acquisitions, Logistics and

Technology (ASA(ALT)) are providing continued career opportunities.

Soldiers desiring COAD apply when their medical evaluation board (MEB) has been completed. If the Soldier is found unfit by the PEB, the request is forwarded through the PDA to the applicable approval authority in HRC. The approval authority notifies the Medical Treatment Facility of an approved decision and forwards assignment instructions.

Soldiers who are continued will undergo another PEB at the end of the continuation period. A pending change to AR 635-40 provides that:

- If the disability has healed or improved so that the Soldier is capable of performing his or her duties in other than a limited duty status, the Soldier may be found fit. Prosthetics do not constitute healing or improvement of a Soldier's medical condition for purposes of a fit finding.
- If the disability has remained unchanged or increased in severity, the PEB will find the Soldier unfit because of physical disability. ■

Find more on the Physical Disability Agency

<https://www.hrc.army.mil/site/active/tagd/PDF/pdapage.htm>

from **PSDR**, page 17

Battalion S-1 sections.

Designed to be modular, scalable, and flexible, these organizations will provide essential HR support to the Modular Forces. The modular structure of postal, R5, and casualty support allows for the employment of the tailored, minimal force structure required for a unique theater. Additionally, increased network connectivity will provide visibility of HR and combat power as geographically-dispersed units organized for missions. Connectivity is a critical element which allows the concept to succeed. Through the common relevant operating picture, commanders will have total visibility of assigned or attached per-

sonnel, regardless of component.

HR support under the redesign will include all eight critical personnel functions: Essential Personnel Services; Postal Operations Management; R5 Operations Management; Moral, Welfare and Recreation Support; Personnel Accounting and Strength Reporting, Personnel Information Management, Personnel Readiness Management, and Casualty Operations Management. Any migration of military pay functions will include a bridging strategy until total implementation of a fully-integrated Military Personnel and Pay system is completed. ■

from **Call to Duty**, page 7

lization and, consequently, more cohesion, better trained units.

What is HRC doing?

We fully support G-1 initiatives, are helping to provide Recruiting Command with information to focus their recruiting efforts, and have implemented new incentives and programs. In FY05 alone, we helped develop more than 50 new enlistment incentives to create more ways to better pay those who answered the call to duty. We even tapped the market of Sailors and Airmen who want to continue to serve as their services draw down. The "Blue to Green" Program accesses them directly into the Army. To date, this program

has brought in more than 500 personnel who have or will become Soldiers! Their desire to continue to serve represents what some senior leaders have called a "continuum of service."

What can the field do?

Remember, the nation is grateful for your service. Understand the Army Story -- what our Army is doing and why. It is important for you to be able to put it all in context for your family, friends, and those who you come into contact with every day. Think about why you serve, why you think it is important and express it. In other words, "Get the word out!" ■

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